

LEADER-MEMBER EXCHANGE AND PERCEIVED ORGANIZATIONAL SUPPORT ON INNOVATIVE WORK BEHAVIOR : MEDIATING ROLES OF SELF-EFFICACY

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Abstract

This research investigates the impact of Leader-Member Exchange (LMX) and Perceived Organizational Support (POS) on Innovative Work Behavior (IWB), with self-efficacy acting as a mediator. Utilizing a causal approach and drawing on human resource management theories, the study targeted all employees of PT Sabas Indonesia. A representative sample of fifty employees was selected to provide comprehensive insights. Data collection methods included detailed documentation, systematic observation, and structured questionnaires, ensuring robust data gathering. Quantitative data analysis was conducted using the Partial Least Square (PLS) software, known for its efficiency in handling complex models. The findings indicate that both LMX and POS significantly influence IWB, highlighting the importance of supportive and effective leader-member interactions and organizational backing. Additionally, LMX and POS were found to have a notable impact on self-efficacy, which in turn mediates the relationship between POS, indirect LMX, and IWB. These results underscore the critical role of self-efficacy in enhancing innovative behaviors in the workplace.

Keywords: *Leader-Member Exchange, Perceived Organizational Support, Self-efficacy, Innovative Work Behavior.*

INTRODUCTION

Human Resources (HR) department plays a pivotal role in any organization, orchestrating and participating in all operational activities with precision and efficiency by leveraging high-quality resources. Unlike inanimate resources such as equipment and materials, employees bring a wealth of diverse perspectives, emotions, desires, and backgrounds, thereby making significant contributions to organizational goals (Karam et al., 2017).

Employees who generate innovative ideas facilitate the development of new strategies, optimal performance, and increased efficiency. These creative contributions are often incentivized, thereby enhancing performance appraisals based on Key Performance Indicators (KPIs). According to (Barker Scott & Manning, 2024), employees who exhibit initiative and creativity demonstrate higher levels of job passion and efficiency compared to those requiring more direction.

Innovative work behavior is characterized by employees' proactive engagement in exploring opportunities, addressing challenges, and improving processes beyond their defined roles. Such employees excel in fostering teamwork, seeking collaboration, and nurturing their ideas (Bahagia et al., 2024). Bibi and Afsar (2018) highlight that employees who demonstrate innovative behavior exceed their job requirements by developing unique and valuable ideas, thereby contributing significantly to the

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organization's advancement. Innovative work behavior in the workplace is significantly influenced by LMX, defined by (Dar et al., 2023) as the interaction between leaders and members. When leaders assign task-related responsibilities to members, it enhances their sense of accountability. According to (Kmieciak, 2020), innovative behavior, which involves uncertainty and is challenging, increases when individuals have access to job resources through strong connections with leaders.

LMX is a complex, mutually beneficial relationship where leaders establish and maintain multiple connections with each subordinate, clearly defining their roles and responsibilities (Yukl & Gardner, 2020). Perceived organizational support also promotes innovative behavior. Employees' commitment is positively linked to the support they receive from the organization. Creating a supportive environment is essential, as perceived organizational support reflects employees' views on the support, attention, and recognition they get from their employer (Ekmekcioglu & Öner, 2024).

Self-efficacy is another crucial factor. People with high self-efficacy have confidence in their capability to execute their responsibilities effectively. They are internally driven to apply their abilities, tackle job challenges independently, and achieve their goals (Zaini et al., 2022). Self-efficacy significantly impacts daily performance and overall company goals, underscoring the importance of fostering employee confidence and creating a valued work environment (Tan et al., 2023)

Research based on resource conservation theory underscores the importance of leadership and supervisory roles as key factors influencing employee behaviors and attitudes. Studies by (Choi & Kang, 2021) and (Garg & Dhar, 2017) show that LMX significantly influences creative behavior and employee performance. However, it remains to be seen if supervisors should be the sole drivers of innovation. Innovative behavior, a critical aspect of job performance, requires comprehensive processes and adequate resources to manage challenges effectively (Choi & Kang, 2021). LMX quality and perceived organizational support are crucial social and organizational resources, while self-efficacy is a key individual-level resource. Peng et al. (2023) discovered that self-efficacy impacts creative behavior by influencing peoples' perceptions of their organizational and social environment.

Although organizational support and LMX are recognized resources, the specific mechanisms through which they enhance self-efficacy are not well-explored. This study aims to advance understanding of resource conservation theory by examining how LMX, POS, and self-efficacy impact innovative behavior, emphasizing the importance of both leadership qualities and organizational factors in fostering workplace innovation.

LITERATURE REVIEW

Innovative Work Behavior.

The term "innovative" encompasses efforts by individuals to harness creativity, imagination, and external stimuli to develop new solutions or products. Innovative work behavior (IWB), as defined by (Dahiya & Raghuvanshi, 2022), entails the introduction and execution of novel and advantageous ideas, processes, or products within one's role or organization. Srirahayu et al. (2023) describe IWB as the systematic generation and application of innovative concepts to improve performance at various organizational levels. Bos-Nehles et al. (2017) characterize it as deliberate actions aimed at creating and applying new ideas or methods. (Khan et al., 2020) further extend this to include the creation of innovative business models and organizational structures. (Suryosukmono et al., 2022) highlight that innovative behavior involves developing new ideas, leveraging work outcomes, and integrating novel concepts into work practices. F. D. Abun and Macaspac (2023), describe it as the process of creating, developing, and applying innovative ideas within one's duties and environment. Innovative behavior is also associated with modernization, reflecting the impact of innovation-driven changes on individual and societal attitudes and lifestyles.

Leader-Member Exchange.

Leaders must engage in leader-member exchange (LMX) to enhance communication and relationships with their subordinates. Lee et al. (2019) emphasize that LMX focuses on the unique, individual relationships between a leader and each subordinate. The theory promotes the creation of distinct in-groups and out-groups within an organization, with in-group members enjoying higher performance, lower turnover, and greater work satisfaction (Aggarwal et al., 2020).

LMX is the quality of interactions between leaders and their subordinates, underscoring the importance of trust and respect (Xie et al. 2020). Martin et al. (2018) highlight that LMX aims to boost organizational effectiveness by fostering positive, reciprocal relationships. Jufrizen et al. (2024) add that LMX involves leaders building complex, beneficial relationships with each subordinate to clarify roles and expectations.

Studies show that LMX positively affects employees' creative behavior. This positive impact is often the result of a leadership style that fosters participatory interactions, encouraging active contribution towards organizational goals. Such an approach not only enhances members' creativity but also strengthens their sense of belonging and commitment. Effective communication from leaders boosts employee satisfaction, loyalty, and self-worth, ultimately improving morale and allegiance (Noor & Jufrizen, 2023).

Conversely, leaders tend to form specialized exchange relationships with a select group of subordinates due to time constraints. Chen et al. (2018) highlight that leaders prioritize relationships with subordinates they trust and connect with personally. According to Robert and Vandenberghe (2020), these relationships evolve differently over time compared to those with subordinates outside this core group.

Influencing out-group subordinates presents significant challenges due to the inherently limited mutual influence in these relationships. Leaders often rely on their formal authority, coercive measures, and minimal reward power to manage these individuals. Members of the out-group are anticipated to adhere strictly to their formal role requirements, which include following established rules, procedures, and directives from their leaders. In return, they receive standard compensation, such as wages, which is part of a basic reciprocal agreement. According to (Peyton et al., 2019), this arrangement restricts the depth of influence leaders can exert over out-group subordinates, leading to a more transactional and less dynamic relationship.

Conversely, LMX has a substantial and positive effect on employees' creative behavior. Leaders who engage in participatory leadership and effective communication foster a more inclusive and supportive work environment. This approach not only enhances employees' job satisfaction and loyalty but also boosts their self-worth. Research consistently shows that high-quality LMX relationships promote employees to exhibit increased innovative behavior by fostering an environment where their contributions are valued and their creativity is nurtured. Additionally, LMX has been found to improve employees' self-efficacy, which further reinforces the positive impact of effective leadership on performance. Studies by (Al Bloushi et al., 2024); (Pranata et al., 2024); (Cui, 2024); (Choi & Kang, 2021); (Mustafa et al., 2023); (Alsughayir, 2017) and (Ardianti & Handoyo, 2019), provide robust evidence supporting these findings, demonstrating that effective leader-member interactions enhance both individual performance and overall organizational outcomes.

H1: Leader-Member Exchange Affects Self_Efficacy

H2: Leader-Member Exchange Affects Innovative Work Behavior.

H6: Leader-Member Exchange Affects Innovative Work Behavior Mediated by Self_Efficacy

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Perceived Organizational Support.

POS denotes employees' views on how effectively the organization recognizes their contributions, offers help, and values their welfare. Maan et al. (2020) define it as the degree of trust employees have based on the recognition and support they receive. Imran et al. (2020) further characterize it as the belief that the organization appreciates their contributions and takes their well-being into account. Jeong and Kim (2022) describe it as the overall view employees have of the organization's dedication to their welfare, shaped by interactions with organizational policies, resource allocation, and supervisor relationships.

The level of organizational support significantly influences employee motivation. When employees perceive that their efforts are valued through fair compensation, involvement in decision-making, or supportive leadership, they are more likely to remain committed and contribute positively. Conversely, insufficient support can lead to decreased effort and higher turnover, as employees may seek other opportunities if they feel unappreciated (Gigliotti et al., 2019).

POS refers to employees' belief in the positive treatment they receive from their employer. Sun (2019) notes that this perception fosters a sense of obligation to reciprocate through greater commitment and positive engagement. Based on social exchange theory, (Kao et al., 2023) suggest that favorable treatment from an employer motivates employees to actively support organizational goals and contribute meaningfully. Employees who feel supported by their supervisors are more prone to be content and perform more effectively, as this support aids in their professional development and skills enhancement (Oubibi et al., 2022). POS also enhances self-efficacy, resilience, and optimism (Roemer & Harris, 2018).

Chen & Hsieh, (2023) discovered that employees' views of organizational support greatly boost their self-assurance and effectiveness. Supporting this, (Talat Islam & Ahmed, 2019), highlighted that such support boosts confidence in job performance and intrinsic motivation. (Inam et al., 2021) further highlighted the essential role of supervisors in promoting employees' self-efficacy through verbal encouragement and guidance, which not only reinforces employees' belief in their abilities but also helps them leverage their strengths to improve overall performance. (Musenze et al., 2021) similarly noted that verbal persuasion from supervisors can effectively trigger and sustain positive self-efficacy. POS reflects an organization's commitment to treating employees positively, encouraging a feeling of responsibility among them to respond with heightened commitment and contribution to the organization, based on the principle of reciprocal advantage (Sun, 2019).

Research supports that POS positively affects self-efficacy (Vipyana & Syah, 2023; Islam & Ahmed, 2018; Musenze et al., 2020) and significantly influences innovative work behavior (Ekmekcioglu & Öner, 2024); (Wijaya, 2023); (Utomo et al., 2023).

H3: Perceived Organizational Support Affects Self-Efficacy.

H4: Perceived Organizational Support Affects Innovative Work Behavior.

H7: Perceived Organizational Support Affects Innovative Work Behavior Mediate Self-Efficacy.

Self-Efficacy.

Self-efficacy profoundly impacts decision-making, effort, persistence, and emotional responses during task performance. Rieder et al., (2021), characterize it as an individual's evaluation of their own capability to accomplish tasks, achieve goals, and overcome challenges. Initially, Bandura viewed self-efficacy as context-specific, but later research expanded it to include generalized self-efficacy, reflecting overall confidence in one's abilities across various situations (Pratiwi & ., 2021).

Code (2020) defines self-efficacy as the confidence in one's ability to influence both personal and external factors. Individuals with high self-efficacy effectively manage job-related challenges and are motivated to persist rather than leave their roles (Abun et al., 2021). Self-efficacy significantly enhances individuals' confidence, motivating them to seek additional knowledge and information necessary for

successful task completion. It fundamentally reflects a conviction in one's personal abilities, confidence, and resourcefulness, which are crucial for generating creative solutions and demonstrating innovative behavior. Individuals with high self-efficacy are more inclined to participate in innovative activities, driven by their strong belief in their ability to overcome challenges and utilize available resources effectively. This self-assurance prompts them to identify problems, develop novel ideas, and implement these solutions within their organization (Teng et al., 2020). Studies by (Teng et al., 2020); (Newman et al., 2018) and (Gkontelos et al., 2023) verifies that self-efficacy enhances innovative work behavior, suggesting that individuals with greater self-efficacy are more inclined to offer creative and inventive contributions in their work environments.

H5: Self-Efficacy Affects Innovative Work Behavior

Based on previous discussions and current research, LMX and POS support influence IWB, with self-efficacy moderating this effect.

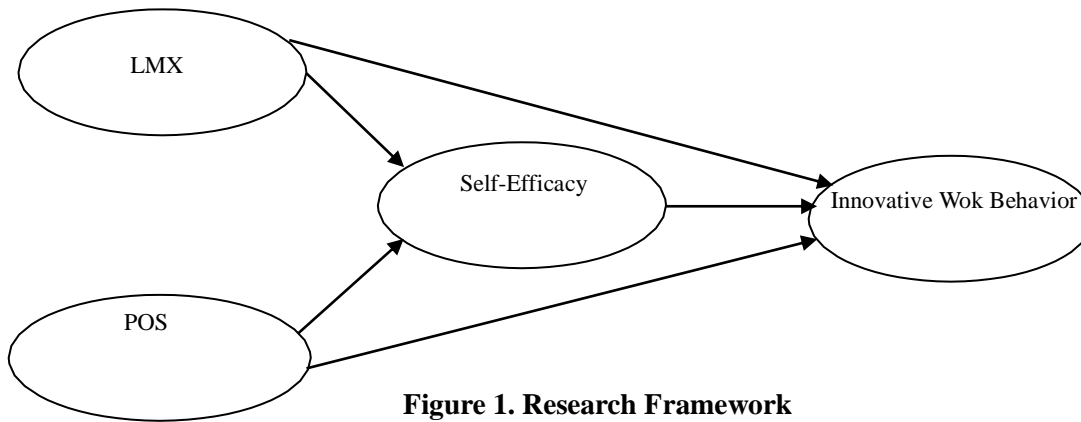


Figure 1. Research Framework

Source: Developed by the researcher for this research (2024)

METHODS

For this research, a survey method was used to gather samples from a similar population. An explanatory research approach was employed to clarify causal relationships and test hypotheses. The study is categorized as causal research within a quantitative framework, focusing on all permanent employees at PT Sabas Indonesia, totaling 50 individuals. A saturated sample approach was applied, involving 46 employees from the company.

Innovative work behavior includes generating new ideas, devising solutions, and creating technologies. Key indicators of this behavior are problem-solving with original ideas, discovering new methods, producing unique solutions, rallying support, obtaining approvals, engaging team members, and effectively applying innovations (Afsar & Umrani, 2020). LMX is vital for fostering effective communication and strong leader-subordinate relationships, with key indicators including attachment, loyalty, contribution, and respect (Robert & Vandenberghe, 2020). POS reflects how employees view the company's appreciation and care, impacting job satisfaction and reducing turnover. Indicators of support encompass incentives, growth opportunities, work environment, and employee well-being (Al-Omar et al., 2019). Self-efficacy relates to a person's belief in their capacity to reach objectives, assessed through task

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difficulty, behavioral scope, and confidence level (Guslina, 2023). The sample size was sufficient for SEM, with data gathered through private interviews and surveys. The analysis utilized PLS, a reliable technique with minimal assumptions (Hair & Alamer, 2022).

RESULTS

The demographic profile shows that most respondents are men (69.60%, n = 32) and aged 30-39 years (52.20%, n = 24). A significant majority hold a bachelor's degree (78.30%, n = 36), and most are married (93.50%, n = 43).

Table 1. Respondents' Demographics

No.	Characteristics	Description	Frequency	%
1	Gender	Man	32	69.60
		Woman	14	30.40
		Total	46	100
2	Age	< 30 Years	7	15.20
		30-39 Years	24	52.20
		40-50 Years	9	19.60
		> 50 Years	6	13.00
		Total	46	100
3	Education	High school	5	10.90
		Diploma	3	6.50
		Bachelor	36	78.30
		Masters	2	4.30
		Total	46	100
4.	Marital status	Not Married	3	6.50
		Married	43	93.50
		Total	46	100

Source: Processed Data (2024)

Convergent validity is assessed using three tests: item reliability, composite reliability, and average variance extracted (AVE). It gauges how well indicators reflect different aspects of a concept. Higher convergent validity indicates a better ability to represent the studied variable. Item reliability, or indicator validity, is evaluated through the loading factor value, which illustrates the relationship between each indicator and its construct. An optimal loading factor is above 0.7, while a value above 0.5 is generally acceptable (Rönkkö & Cho, 2022).

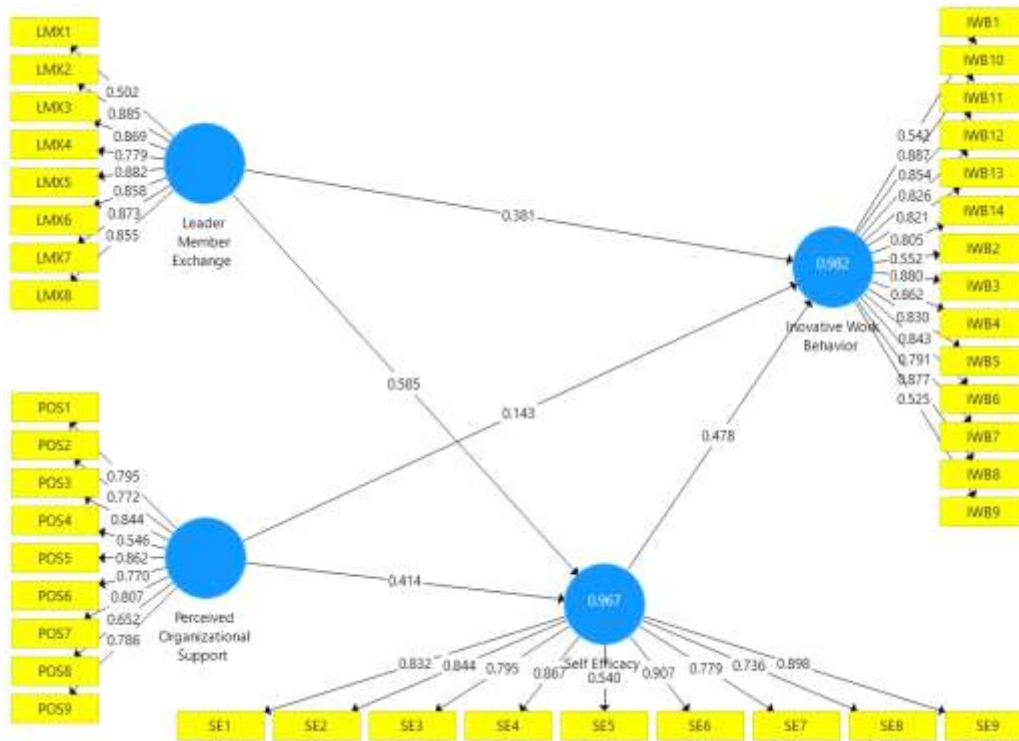


Figure 1. Standardized Loading Factor Inner and Outer Model

Figure 1 shows that all loading factors exceed 0.5, indicating that all indicators are valid and should be retained. This confirms that each indicator reliably represents the latent variables: LMX, POS, IWB and Self-Efficacy. Composite reliability assesses construct reliability using Cronbach's alpha and principal component analysis (PCA). While Cronbach's alpha provides a lower limit for reliability, composite reliability offers a more precise measure. Generally, a composite reliability score and Cronbach's alpha above 0.6 are considered indicators of high reliability (Taber, 2018).

Table 2. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Innovative Work Behavior	0.951	0.960	0.957
Leader-Member Exchange	0.927	0.939	0.942
Perceived Organizational Support	0.909	0.924	0.926
Self Efficacy	0.930	0.939	0.943

Source: Data Processing Results (2024)

Table 2 presents the composite reliability values: IWB at 0.957, LMX at 0.942, POS at 0.926, and Self-Efficacy at 0.943. Cronbach's alpha values are: IWB = 0.951, LMX = 0.927, POS = 0.909, and Self-Efficacy = 0.930. All values exceed the 0.6 threshold, indicating strong reliability. Average Variance Extracted (AVE) measures how much item variance is explained relative to measurement error. An AVE exceeding 0.5 signifies robust convergent validity, demonstrating that the latent variable explains more than

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50% of the variance in its indicators.

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Innovative Work Behavior	0.622
Leader-Member Exchange	0.676
Perceived Organizational Support	0.585
Self Efficacy	0.651

Source: Data Processing Results (2024)

Table 3 shows the AVE values: IWB = 0.622, LMX = 0.676, POS = 0.585, and Self-Efficacy = 0.651. Each AVE is above 0.5, confirming strong convergent validity. Discriminant validity is evaluated by analyzing cross-loadings and comparing AVE with squared correlations between constructs. Effective discriminant validity is indicated by higher correlations of indicators with their respective constructs rather than with other constructs. Subsequent details provide the discriminant validity metrics for each indicator.

Table 4. Discriminant Validity

	Innovative Work Behavior	Leader-Member Exchange	Perceived Organizational Support	Self Efficacy
IWB1	0.542	0.485	0.511	0.502
IWB10	0.887	0.885	0.851	0.879
IWB11	0.854	0.773	0.813	0.815
IWB12	0.826	0.775	0.780	0.817
IWB13	0.821	0.773	0.782	0.818
IWB14	0.805	0.755	0.764	0.778
IWB2	0.552	0.523	0.473	0.531
IWB3	0.880	0.879	0.840	0.871
IWB4	0.862	0.777	0.826	0.829
IWB5	0.830	0.777	0.789	0.824
IWB6	0.843	0.841	0.808	0.835
IWB7	0.791	0.745	0.745	0.761
IWB8	0.877	0.814	0.858	0.873
IWB9	0.525	0.502	0.444	0.499
LMX1	0.525	0.502	0.544	0.499
LMX2	0.887	0.885	0.851	0.899
LMX3	0.863	0.869	0.823	0.871
LMX4	0.833	0.779	0.787	0.835
LMX5	0.835	0.882	0.795	0.833
LMX6	0.813	0.858	0.772	0.789
LMX7	0.821	0.873	0.782	0.818
LMX8	0.805	0.855	0.764	0.778
POS1	0.735	0.782	0.795	0.733
POS2	0.713	0.758	0.772	0.689
POS3	0.867	0.808	0.844	0.800
POS4	0.522	0.500	0.546	0.498



POS5	0.793	0.785	0.862	0.809
POS6	0.676	0.632	0.770	0.691
POS7	0.693	0.639	0.807	0.716
POS8	0.505	0.453	0.652	0.499
POS9	0.656	0.617	0.786	0.664
SE1	0.825	0.773	0.776	0.832
SE2	0.750	0.794	0.813	0.844
SE3	0.723	0.764	0.784	0.795
SE4	0.860	0.802	0.835	0.867
SE5	0.465	0.534	0.487	0.540
SE6	0.888	0.881	0.853	0.907
SE7	0.733	0.706	0.772	0.779
SE8	0.679	0.669	0.685	0.736
SE9	0.875	0.865	0.841	0.898

Source: Data Processing Results (2024)

Table 4 reveals that discriminant validity values, or loading factors, show higher correlations with their own variables than with others, confirming the correct placement of indicators. This suggests that each indicator effectively measures its intended construct. The R-squared metric reveals the extent to which the independent variables account for the variation in the dependent variable. An R-squared of 0.25 indicates a weak model, 0.75 represents a robust model, 0.50 signifies a moderate model. The R^2 values from the SmartPLS 3.0 analysis, detailed in the figures and tables, reflect the model's overall strength and its ability to account for data variability.

Table 5. R-Square Test

	R Square	R Square Adjusted
Innovative Work Behavior	0.982	0.981
Self Efficacy	0.967	0.967

Source: Data Processing Results (2024)

Table 5 reveals that LMX, POS, and Self-Efficacy collectively account for 98.20% of the variance in IWB, as evidenced by an R^2 value of 0.982. This indicates a strong influence of these variables on IWB, with only 1.80% unexplained. Similarly, LMX and POS explain 96.70% of the variance in Self-Efficacy, according to an R-squared value of 0.967, leaving 3.30% unexplained. The F^2 statistic assesses the influence of independent variables on dependent variables. An F^2 of 0.02 indicates a minor effect, 0.15 signifies a medium effect, and 0.35 represents a significant effect. The F-Square values from SmartPLS 4.0, detailed in the figures and tables, illustrate the extent of these influences and the overall strength of the model.

Table 6. F-Square

	Innovative Work Behavior	Self Efficacy
Innovative Work Behavior		
Leader-Member Exchange	0.432	1.283
Perceived Organizational Support	0.085	0.643
Self Efficacy	0.415	

Source: Data Processing Results (2024)

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Table 6 reveals the relationships between variables, with F-Square values indicating the strength of these effects. LMX shows a substantial impact on IWB with an F2 value of 0.432. Self-Efficacy has a large effect on both LMX and IWB, as indicated by an F-Square value of 1.283. POS has a minimal effect on IWB (F-Square = 0.085) but a notable impact on Self-Efficacy (F-Square = 0.643). Self-Efficacy also has a considerable effect on IWB (F-Square = 0.415). These results highlight the varying degrees of influence among the variables. LMX and Self-Efficacy are significant drivers of IWB, while POS primarily affects Self-Efficacy with a lesser direct impact on IWB. This analysis seeks to evaluate the importance of these connections within the structural model, concentrating on both direct and indirect effects as outlined in the following path coefficient table.

Table 7. Direct and Indirect Effects

	T-Statistics	P Values	Information
Leader-Member Exchange -> Innovative Work Behavior	4.825	0.000	Accepted
Leader-Member Exchange -> Self-Efficacy	10.213	0.000	Accepted
Perceived Organizational Support -> Innovative Work Behavior	2.467	0.014	Accepted
Perceived Organizational Support -> Self-Efficacy	7.175	0.000	Accepted
Self-Efficacy -> Innovative Work Behavior	4.944	0.000	Accepted
Leader-Member Exchange -> Self-Efficacy -> Innovative Work Behavior	4.257	0.000	Accepted
Perceived Organizational Support -> Self-Efficacy -> Innovative Work Behavior	4.160	0.000	Accepted

Source: Processed Data (2024)

Table 7 summarizes the Smart PLS 4.0 analysis results. The findings indicate that LMX and POS significantly affect IWB, with t-values of 4.825 (p = 0.000) and 2.467 (p = 0.014), respectively, confirming Hypotheses 1 and 2. Additionally, LMX and POS also significantly impact Self-Efficacy (SE), with t-values of 10.213 (p = 0.000) and 7.175 (p = 0.000), validating Hypotheses 3 and 4. The effect of Self-Efficacy on IWB is also significant, with a t-value of 4.944 (p = 0.000), supporting Hypothesis 5. Mediation analysis shows that Self-Efficacy significantly mediates the relationship between LMX and IWB (t = 4.257, p = 0.019) and between POS and IWB (t = 4.160, p = 0.000), validating Hypotheses 6 and 7.

In summary, LMX and POS are pivotal in boosting Self-Efficacy and IWB, with Self-Efficacy serving as an essential mediator. These findings confirm both the indirect and direct effects outlined in the hypotheses and emphasize the complex interconnections among these variables, as depicted in the path coefficient diagram.

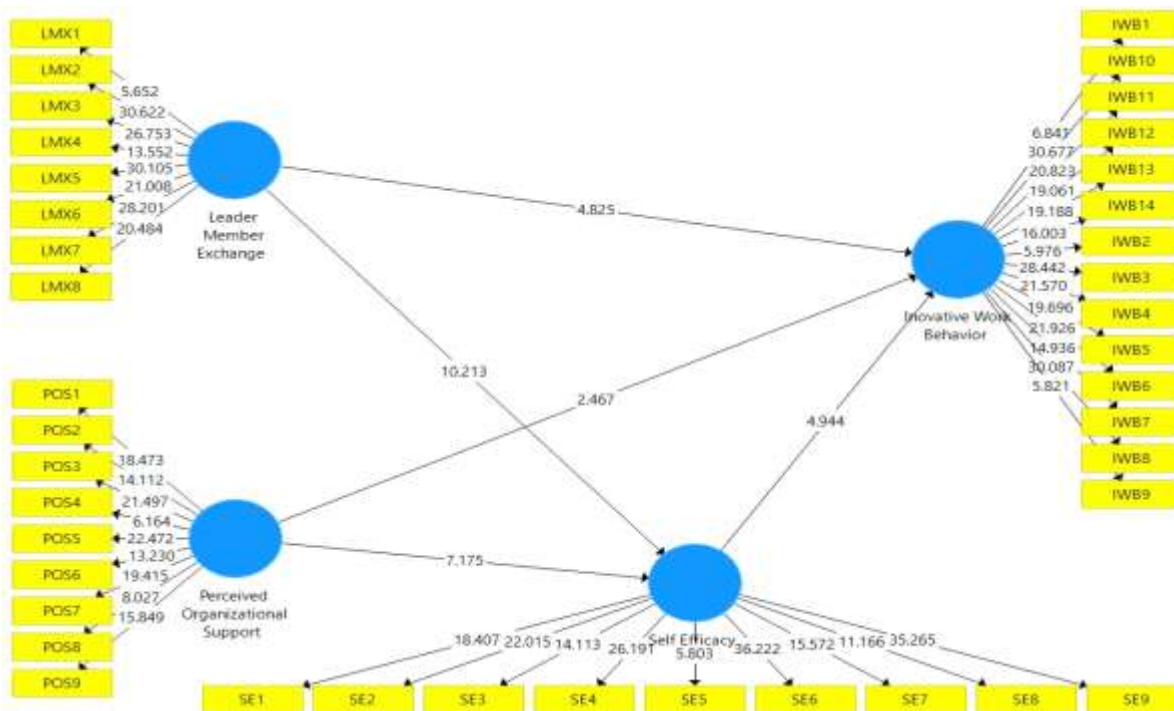


Figure 2. Path Coefficient

DISCUSSION

The Effect of Leader-Member Exchange on Innovative Work Behavior.

The hypothesis testing reveals that LMX has a p-value of 0.000 and path coefficient of 0.381, demonstrating a significant impact on Innovative Work Behavior (IWB) at PT Sabas Indonesia. LMX, as defined by (Yukl & Gardner, 2020), involves a complex, reciprocal relationship where leaders tailor interactions to clarify roles and responsibilities. The findings suggest that participatory leadership significantly enhances members' creativity and commitment. Effective communication and supportive leadership foster a strong sense of belonging and satisfaction, boosting members' self-worth and loyalty to the organization (Al Bloushi et al., 2024). These results corroborate previous studies (Mustafa et al., 2023); (Alsughayir, 2017); (Mulligan et al., 2021) and (Ardianti & Handoyo, 2019), affirming that high-quality LMX significantly influences IWB.

The Effect of Perceived Organizational Support on Innovative Work Behavior.

The study's results show that Perceived Organizational Support (POS) has a p-value of 0.014 and path coefficient of 0.143, indicating a significant impact on Innovative Work Behavior (IWB) at PT Sabas Indonesia. This suggests that POS is crucial for enhancing employee well-being and innovation, reflecting the organization's commitment to its employees. According to social exchange theory, employees who feel supported are more motivated to contribute positively and stay with the organization (Sun, 2019); (Kao et al., 2023). Conversely, a lack of support can lead to disengagement and lower productivity (Gigliotti et al., 2019). These results are consistent with earlier studies by (Bonaiuto et al., 2022); (Ekmekcioglu & Öner, 2024); (Wijaya, 2023); (Al-Taie & Khattak, 2024) and (Utomo et al., 2023) reinforcing the importance of

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POS in driving employee innovation. In summary, this study highlights the essential role of POS in fostering IWB, showing that strong organizational support enhances employee engagement and creativity.

The Effect of Self-Efficacy on Innovative Work Behavior.

The hypothesis testing reveals that Self-Efficacy significantly impacts Innovative Work Behavior (IWB) at PT Sabas Indonesia, with a p-value of 0.000 and path coefficient of 0.478. Self-Efficacy, characterized as trust in one's capacity to influence actions and outcomes (Pratiwi & ., 2021), is crucial for handling workplace challenges. Individuals with strong self-efficacy are driven to overcome obstacles and stay committed to their roles despite difficulties (Abun et al., 2021) enhancing their self-confidence and enabling them to gather essential information to complete tasks effectively. High self-efficacy fosters creativity and innovation, as individuals with a firm belief in their capabilities are more inclined to engage in proactive problem-solving and idea implementation (Teng et al., 2020). This study aligns with earlier study by (Teng et al., 2020); (Newman et al., 2018); (Sofiyan et al., 2022) and (Gkontelos et al., 2023), all of which highlight the positive influence of self-efficacy on IWB.

The Effect of Leader-Member Exchange on Self-Efficacy.

The hypothesis testing analysis shows that LMX significantly impacts Self-Efficacy at PT Sabas Indonesia, with a p-value of 0.000 and a path coefficient of 0.585. This suggests that LMX is essential in boosting employee self-efficacy. LMX pertains to the quality of the relationship between supervisors and their subordinates, which, when positive, fosters improved performance, trust, positive attitudes, and loyalty among employees. Conversely, poor relationships lead to adverse effects. Employees with high LMX perceive themselves as having a good working relationship with their supervisors and strive to meet their expectations (Lee et al., 2019). The formation of exchange relationships varies between in-group and out-group subordinates. Leaders, due to time constraints, tend to build stronger relationships with a select few subordinates based on personal compatibility, ability, and trustworthiness (Chen et al., 2018); (Yukl, 2010). In-group subordinates experience a different developmental trajectory in their exchanges with leaders compared to out-group members. For out-group subordinates, the relationship is primarily based on formal role requirements, where compliance ensures standardized benefits such as salary (Peyton et al., 2019). These findings align with previous research by (Pranata et al., 2024); (Cui, 2024) and (Choi & Kang, 2021), all of which demonstrate that LMX positively influences self-efficacy.

The Effect of Perceived Organizational Support on Self-Efficacy.

At PT Sabas Indonesia, hypothesis testing reveals a significant relationship between POS (POS) and self-efficacy, with a p-value of 0.000 and a path coefficient of 0.414. This underscores the critical role POS plays in enhancing employees' self-efficacy. When employees sense adequate support from the organization, they tend to be more satisfied with their work and perform better, seeking rewards that benefit the business. According to (Oubibi et al., 2022), this support includes satisfaction with income, career advancement, and skill development. Roemer and Harris (2018) highlight that perceived organizational support significantly contributes to developing essential resources like self-efficacy, resilience, and optimism among employees. Chen & Hsieh, (2023) suggest that individuals build their self-beliefs based on their perceptions, so a supportive environment can boost self-efficacy and confidence. Islam and Ahmed (2018) emphasize that the attention and encouragement employees expect from their employers are crucial for developing their confidence. Inam et al. (2021) add that employees who feel supported are intrinsically motivated and confident in their job performance. According to (Ibrahim Abaasi Musenze et al., 2021), supervisors can enhance self-efficacy by using persuasive language to encourage employees to utilize their strengths and improve performance. This study aligns with previous research by (Vipyana & Syah, 2023; Islam & Ahmed, 2018; Musenze et al., 2020), all of which found that POS positively influences

self-efficacy.

Self-efficacy mediates the effect of Leader-Member Exchange on Innovative Work Behavior.

The hypothesis testing results reveal that self-efficacy significantly mediates the relationship between LMX and IWB, with a p-value of 0.000 and a path coefficient of 0.280. This indicates that self-efficacy effectively mediates the impact of LMX on innovative behavior at PT Sabas Indonesia. LMX positively influences IWB, largely due to a leadership style that promotes collaborative interactions. This approach fosters a culture of innovation and strengthens employees' identification with the organization. Leaders who communicate effectively enhance employee satisfaction and create a positive work environment, boosting morale and loyalty. Supportive leaders further reinforce employees' self-worth and creativity (Noor & Jufrizen, 2023).

The Effect of Perceived Organizational Support on Innovative Work Behavior Mediated by Self-Efficacy.

The analysis shows that self-efficacy significantly mediates the relationship between POS and IWB, with a p-value of 0.000 and a path coefficient of 0.198. This indicates that self-efficacy is crucial in moderating how POS influences IWB at PT Sabas Indonesia. POS reflects the positive treatment employees receive from their organization, which fosters a reciprocal obligation to contribute to the organization's success (Sun, 2019). According to social exchange theory, employees who feel supported are more likely to align their efforts with organizational goals (Hamida & Rahayu, 2020) (Kao et al., 2023). Employees who perceive strong support are intrinsically motivated and confident in their ability to perform effectively (Inam et al., 2021). Additionally, verbal encouragement from managers can boost employees' self-efficacy, motivating them to enhance their performance (Musenze et al., 2021).

CONCLUSION

At PT Sabas Indonesia, the findings of the research indicate that the factors of Leader-Member Exchange (LMX), Perceived Organizational Support (POS), and Self-Efficacy have a significant influence on Innovative Work Behavior (IWB). Furthermore, Self-Efficacy acts as an effective mediator for the effects of Leader-Member Exchange (LMX) and Perceived Organizational Support (POS) on Innovative Work Behavior (IWB). LMX and POS are also interrelated concepts.

These findings result in the formulation of a number of different propositions. It is imperative that office executives at PT Sabas Indonesia make the enhancement of the working environment a top priority in order to foster a positive relationship between employees and supervisors. The company must make investments in the well-being of its employees. With the provision of thorough training, the recognition of great performance, the promotion of educational opportunities, and the provision of opportunities for professional advancement, this may be accomplished. It is essential, in order to improve overall performance, to increase the level of collaboration among staff members and to create a more positive work environment for employees.

In subsequent research, other variables should be included, and the sample size should be increased, in order to get a more comprehensive understanding of the factors that influence imaginative work behavior. The purpose of this study was to investigate LMX, POS, and self-efficacy; however, the sample size was rather small, consisting of just 46 participants. The investigation followed scientific protocols. By doing more research into these variables, it may be possible to gain a deeper knowledge of the mechanisms that govern employee performance.

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